

# Toronto Community Housing

INVESTMENT IN COMMUNITIES



Toronto  
Community  
Housing

ANNUAL  
REVIEW  
2003

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## Household Breakdown



## Where The Revenues Come From:

**Total Revenue = \$572.9 million**  
(including Subsidies of \$282.8 m)



## What TCHC Spends Money On:

**Total expenditure = \$572.9 million**  
(including capital program of \$84 m less  
\$12 m of withdrawl from reserves to  
fund capital repairs)



## Who We Are

Toronto Community Housing Corporation (TCHC) is the largest social housing provider in Canada, home to 164,000 residents – about six percent of Toronto's population – in 58,500 units woven throughout the fabric of the City.

Owned by the City of Toronto, and overseen by an independent 13-person board, Toronto Community Housing provides affordable rental housing for low- and moderate-income households. The corporation owns and operates 351 high-rise and low-rise apartment buildings, as well as about 800 houses and duplexes.

Toronto Community Housing employs 1,500 skilled and dedicated staff who provide services to tenants.

Residents include seniors, families with and without children, non-traditional families, refugees, recent immigrants and people with special needs. Tenants come from diverse backgrounds, cultures and races; speak many different languages; have a broad range of religious and spiritual beliefs; represent all age groups; and have different abilities and different sexual orientations.

## How We Came to Be

Toronto Community Housing was formed January 1, 2002 through the integration of the former Metro Toronto Housing Corporation (MTHC) and the former Toronto Housing Company (THC). Toronto Community Housing is incorporated as a share capital corporation under the Ontario Business Corporations Act, and the City of Toronto is the sole shareholder.

Toronto Community Housing owns and manages a \$5-billion housing portfolio and operates at arm's length from the City. All policy and operational decisions are made within the framework of the Social Housing Reform Act, a Shareholder Direction, and applicable legislation and regulations.

Toronto Community Housing has also established a subsidiary to oversee the redevelopment of Don Mount Court, a 232-unit development to be rebuilt as a mixed-income community.

## Housing Connections

Toronto Community Housing operates a common waiting list system through a new subsidiary corporation, formed in 2003, called Access Housing Connections Incorporated (AHCI). Under a service agreement with the City of Toronto, Housing Connections coordinates the waiting list for households eligible for rent-geared-to-income (RGI) housing in Toronto and provides service to 197 social housing providers who are mandated to use this waiting list to fill unit vacancies. The waiting list has more than 73,143 households as of December 31, 2003.

Under another service agreement with the City and the corporation, AHCI administers rent supplement units in the private rental market. Responsibility for a commercial rent supplement program was devolved to the City of Toronto from the province in 2001. The program provides close to 2,800 rent-geared-to-income units, predominantly in private rental buildings. An additional 1,050 units are administered under the New Tomorrow rent supplement program. In both programs, most of the households are selected from the common waiting list.

## Chair's Message

The Toronto Community Housing we see today is the result of a powerful mix of vision and strategy firmly anchored in day-to-day pragmatism.

The formation of Toronto Community Housing afforded a rare opportunity to think critically and imaginatively about how this corporation could contribute to Toronto, both as a provider of geared-to-income housing to 164,000 residents who could not otherwise afford it, and equally through its significant presence in communities across this city.

The inaugural board of Toronto Community Housing has seized this opportunity. In just two years, we have championed an impressive agenda of achievements that are highlighted in this Annual Review.

I want to acknowledge the contribution of David Zimmer, the first Chair of Toronto Community Housing. David resigned his position in October 2003 following his election as a Member of Provincial Parliament (MPP). To chair any board is a demanding task. To chair a fledgling board requires a special sense of purpose and a single-minded dedication. David demonstrated both. His adamant belief that Toronto Community Housing could lever change in neighbourhoods across Toronto created the basis for the thoughtful, provocative deliberations required to lead change. We wish him well in his new role.

We reluctantly accepted the resignations of founding board members Elaine Todres and Brad Duguid, a former councillor and now MPP. We will miss their ideas and wisdom. Their contributions, like David's, set this corporation on a course that embraces creativity, compassion and excellence in service.

This year, more than 500 tenants stood for election as Tenant Representative on one of 27 Tenant Councils, and more than 12,000 tenants came out to vote. The Tenant Participation System is an integral part of Toronto Community Housing's governance structure. On behalf of the Board of Directors, I want to thank everyone who stepped forward to run in the election and to congratulate those who now sit in these positions. Your work strengthens our corporation.

We want to especially thank all staff for a year of incredible accomplishments. Their dedication and hard work inspired confidence that we are on the right track and ready for the future.

From day one, our vision was clear. Toronto Community Housing has the potential to drive positive change in neighbourhoods all across Toronto. Our experience over the past two years confirms this. We are convinced that by working with tenants, neighbours, agencies, other community partners and all levels of government, there can be meaningful change in communities. We are determined to make a difference.



**Nicholas Volk**  
Chair

## CEO's Message

Toronto Community Housing is part of the fabric of neighbourhoods all across Toronto.

In some neighbourhoods, our presence is one or two apartment buildings, townhouse complexes or homes among many. In others, the Toronto Community Housing community is the neighbourhood.

This reality gives Toronto Community Housing a unique ability to take on a leading role in creating and sustaining safe, vibrant and engaged communities across Toronto. It is a role we willingly accept.

In the two years since Toronto Community Housing was formed, we have very deliberately reached out to tenants, partners, neighbours and the many agencies who work with tenants to talk about what makes communities work. In 2003, we experienced the first tangible results of this engagement:

- Through an election process that saw an extraordinarily high voter turnout, we put a system of Tenant Councils in place, ensuring tenants had the means to participate in decisions that affect their lives;

- We carefully examined how we provide security in our communities and created a new Community Safety Unit able to work with communities to respond to their unique safety and security concerns;
- We worked with communities in crisis to support community-led responses to difficult circumstances;
- We worked with tenants, neighbours and others to design a plan for the redevelopment of Don Mount Court;
- Through a comprehensive consultation process, an award-winning plan for the revitalization of Regent Park was developed.

This kind of response is true investment in communities. We are there with resources and ideas to advance community health, to work with tenants to lever opportunities for transformative change. We are there for the long term, ever mindful that we are stewards of this very large public investment.

We are able to increase our investment in communities because of the innovative approaches we have taken in operational areas, and the sometimes difficult decisions we face when determining priorities and where to allocate resources.

This investment would not be possible without the dedication and skill of staff, who have helped to chart a new course for publicly owned housing. To all Toronto Community Housing employees, I extend a great thanks – all of our communities benefit from your efforts.

On behalf of the staff of Toronto Community Housing, I want to thank the Board of Directors. Their leadership, vision and innovation has enabled this corporation to play a role in this City that would not otherwise have been possible.

**Derek Ballantyne**  
Chief Executive Officer





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## Investing in Communities

Publicly owned housing is an investment. It is an investment in infrastructure, but more importantly, an investment in people and in the City of Toronto.

More than 164,000 people – about six percent of Toronto's population – make their homes in the 58,500 apartments, houses and townhouses that Toronto Community Housing owns across the city.

Like other citizens of Toronto, Toronto Community Housing residents raise families, work and strive to be active contributors to their communities. They are seniors, youth, families and single people. They represent the same diversity we see across Toronto. They value strong, healthy and safe neighbourhoods and they are proud to live in one of the most dynamic and diverse cities in North America.



When Toronto Community Housing was formed in 2002, the Board of Directors recognized that the business of social housing is much more than bricks and mortar. It is also about people and their ability to be full participants in a civil society.

Accepting this premise means dealing with the full spectrum of challenges that face us: a lack of social housing funding by governments; an aging housing stock and growing need for re-investment, and; a rising need for more housing that is affordable and accessible to low-income individuals and families.

The corporation also faces the challenge of improving service to residents.

Equally, we face the test of thinking differently about our role and responsibility in communities.

In 2002, with input from more than 5,000 stakeholders, we mapped out a three-year business plan, called the Community Management Plan (CMP). Its purpose: to identify and address head on the issues that face the new corporation and, in the process, become a leader in the field.

The Community Management Plan sharply focuses our task. Seven interrelated strategies create the dynamic framework required to transform the corporation. For the past two years, staff, tenants, the Board and many interested stakeholders have worked within this framework.

As Toronto Community Housing enters its third year, much has changed. All three levels of government recognize that investment in housing for low-income households is critical to the well-being of cities and society generally.

The City of Toronto is a leader in this renaissance – a proponent of leveraging public investment in housing as a way to build strong, inclusive, healthy communities that are the foundation of a vibrant and livable city for all citizens.

Toronto Community Housing is an essential part of this city-building. The Community Management Plan fits hand in glove with the new social agenda and we embrace our responsibility to be part of the solution. As we look ahead, we celebrate the successes we've achieved so far and look forward to the work we need to do to ensure our communities are safe, healthy and vibrant places for those who call Toronto Community Housing home.

# The Community Management Plan

**The Community Management Plan consists of seven strategies:**

- Build a Community Model to deliver services locally and to ensure local accountability to residents;
- Establish Healthy Communities so that residents feel safe and secure and are able to contribute to their own well-being;
- Create Financial Sustainability so that we can fund capital improvements and make investments in new affordable housing;
- Maintain and Improve the Physical Condition of Buildings to a good state of repair so that they contribute to the health of our communities;
- Build More Affordable Housing that is financially viable;
- Create a Healthy Organization so that staff feel ownership of the vision and work of the company;
- Establish Good Governance to ensure informed leadership and accountability in the pursuit of our goals.



## BUILDING A COMMUNITY MODEL

*Close to 58,500 households have a direct stake in the day-to-day operation of Toronto Community Housing. Developing systems and structures to enable resident participation has been a significant challenge for the organization.*

*Tenant Representatives and local Tenant Councils are now in place to give a real voice to the interests and concerns of residents. This is not the traditional model of consultation prior to management decisions. It is an opportunity for meaningful engagement in defining outcomes and the approach to meeting them.*

*Bob Nykor is a tenant representative at Asquith Park in downtown Toronto. A 12-year resident of this community, he has witnessed the shift to a more inclusive approach to Toronto Community Housing decision-making.*

*"The concept of active tenant representation is an admirable one," says Nykor. "It's not perfect, but I believe it will work over time."*

*Chief among his goals is the ability to draw Tenant Representatives into the process of developing policy. "Feedback is important," he says. "The more feedback we can provide the corporation, the more they're going to have to re-think some directions."*

**~ Bob Nykor, Tenant**





## THE COMMUNITY MANAGEMENT PLAN REPORT CARD

### Build a Community Model

What is a community model? And what does it mean to the people who live in Toronto Community Housing communities?

Quite simply, it means accountability. It means Toronto Community Housing staff working with residents and community partners – in the community – identifying priorities, participating in spending decisions, and sharing responsibility for the community. It means community leadership.

The community model is a practical response to a set of very practical problems. It enables a company of 1,500 staff to be nimble and responsive to local needs. It makes a large public institution community-based. It preserves the benefits of being large and adds those of being small.

During our consultations for the Community Management Plan, we heard from tenants that they wanted people on the ground to be able to make decisions, have input into those decisions and be included in their communities.

In 2003, Toronto Community Housing began the transition to a community model. Twenty-seven geographically based Community Housing Units were set up and staffed. The tools to support the new model were put in place. Budget authority was transferred to these units; clear performance standards set; work to align a shared services structure to meet the needs of the new business units was begun.

Emblematic of the corporation's commitment to the new way of doing business is the Tenant Participation System. June 11, 2003 was election day at Toronto Community Housing and 389 Tenant Representatives were elected to sit on Tenant Councils. The Tenant Participation System codifies the role of tenants in the corporation's governance structure, ensuring that tenants have a formal means of participating in decision-making that affects them.

As this model evolves, Toronto Community Housing staff will work even more closely with residents and community partners. Local business planning will respond to community determined priorities, ranging from decisions about capital repair expenditures to development of community safety plans.

### TALKING TO REGENT PARK RESIDENTS

*The revitalization of Regent Park is more than replacing bricks and mortar. It's about involving an entire community in decisions about the future.*

*Canada's oldest – and largest – publicly funded housing development is about to experience a massive makeover that will affect thousands of households. Residents themselves have been leaders in decision-making that will shape the look and quality of life of the new, revitalized Regent Park.*

*Sakina Khanam is one resident who is actively involved in the process of asking her fellow residents what they want Regent Park to offer in the years ahead.*

*"Residents have been eager to participate," says Khanam. "They talk about everything from what it will be like during construction and re-development, to the services they wish to see available afterwards."*

*"We are such a multicultural community here," she says. "It's not an easy process and it will take time, but the important thing is that everyone is invited to take part in this re-development because it affects all of our lives."*

~ Sakina Khanam, Tenant

## Establish Healthy Communities

In 2003, Toronto Community Housing began to take a more systematic look at the issue of healthy communities.

We started by making sure all of our partners were in the conversation – tenants, service agencies, neighbourhood associations, emergency and enforcement agencies, Toronto Community Housing staff and others.

Then we found innovative ways to collect their thoughts, ideas and solutions:

- Tenant Representatives engaged locally with staff and community partners to determine key community priorities.
- In October, a landmark “open space” forum brought together over 340 Tenant Representatives and staff for two days of intense discussion. The result: identification of concerns common to residents across the entire portfolio and an approach for moving ahead together to address them.

- The open space forum was followed up by the work of several tenant-staff working groups, as well as a second open space meeting in March, 2004.

Out of these processes a definition of a healthy community is emerging. Ultimately, stakeholders define a healthy community as one where residents have a safe and affordable place to live, buildings and properties are well managed and maintained, there is access to economic and social support services, and communities are inclusive and support and celebrate diversity.

Based on this input, we determined seven outcomes that are fundamental to improving the health of our communities:

- community safety
- access to community resources
- community engagement
- equity and inclusion
- quality housing
- quality services
- economic opportunity

Each of the 27 Community Housing Units is now developing specific indicators of each outcome, to determine baselines, set goals and measure performance on an annual basis.

Creating the conditions for healthy communities is a broad strategy, dependent on the combined efforts of residents, Toronto Community Housing and community partners. It is also dependent on ensuring that specific ideas with the potential to lever transformative change are given life and support. These range from the simple act of creating space in which youth can meet, to the development of adult learning programs, to community gardening initiatives.

To support this change, Toronto Community Housing has re-allocated \$1 million to be made available in 2004 for social investment, as part of the corporate commitment to healthy communities.





## BUILDING HEALTHY COMMUNITIES

*The long-term satisfaction of residents who live in our communities is usually a good measure of how well a community deals with its day-to-day business activity.*

*It is for that reason that Vidoll Regisford is such a strong supporter of Toronto Community Housing's move to a community-based management model. He is convinced that the focus on flexibility, accountability and putting the interests of local residents first will be the key to its success.*

*"By moving to a community-based operation, you're in a better position to provide the right services, and to provide them in a way that makes the most sense in a particular community," says Regisford, Community Housing Manager for communities in northwest Toronto. "For tenants, that has meant access to services that has become more fluid and seamless."*

*By adopting a community-based model, Toronto Community Housing has moved away from a 'one-size-fits-all' approach. Flexible office hours, translation services to match local diversity, purchasing decisions based on community needs and tenant-based decision-making are just some examples of what makes the new model work.*

*"We are changing the face of social housing in Toronto," says Regisford. "It's all about community management that involves focusing on the ideas of our tenants, and collectively responding to tenant needs."*

*~ Vidoll Regisford, Community Housing Manager*

### Create Financial Sustainability

Toronto Community Housing set out with a three-year plan to reduce operating costs in order to direct savings to re-investment in repairs and building renewal and to manage the cost of inflation. We have met our budget targets, redirecting \$9.5 million to additional capital spending and to other priorities.

The challenge, however, remains formidable. In the past three years, Toronto Community Housing has had one funding increase, and it was less than the rate of inflation. While this has lessened financial pressure on the City of Toronto as a primary housing funder, it creates a significant challenge in maintaining Toronto Community Housing's services.

The cost of utilities and taxes alone is rising faster than the rate of inflation. These cost pressures are real and will have an impact on the corporation's ability to meet its financial targets unless addressed. The solution lies beyond keeping tight control on spending and looking for cost-savings in our day-to-day operations. The greatest savings can be achieved through reducing our utility costs.

Consequently, Toronto Community Housing has made a significant investment in reduced energy and water consumption. With the financial participation of the Toronto Atmospheric Fund and the Green Municipal Investment Fund, Toronto Community Housing has replaced 7,705 high-energy consumption appliances. In addition, more than 32,339 low-flush toilets have been installed. And, over \$2.94 million was invested in building retrofits to reduce energy consumption in the past year.

These energy savings have been levered into building improvements, making some headway on a very long list of re-investment needs.

## COMMUNITY-BASED, PARTICIPATORY BUSINESS PLANNING

*Every day, decisions are made that affect the quality of life of thousands of residents and their families.*

*Capital spending decisions have traditionally focussed exclusively on the life safety, structural and building envelope.*

*While residents see the need for these, they also see a need for spending on items that have a direct impact on the quality of life in communities. These decisions are best made by residents, who can determine the priority of such investments.*

*Dave Johnstone, a retired resident of South St. Jamestown, has participated in community-based, participatory budget planning and strongly endorses the practice.*

*"Tenants getting together and deciding what priorities should be is the way decisions should be made," says Johnstone.*

*The process begins at each Toronto Community Housing development where ideas on purchasing everything from lobby furniture to creative playgrounds are discussed by tenants, Tenant Representatives and staff. From there, priorities are tabled by Tenant Representatives from each community at the local Tenant Council, where the spending program is debated and agreed to by Tenant Representatives. Through a process of give and take, priorities are determined and spending allocations made.*

*"Tenants know that there are limits to what can be done but the fact they have a say in it is what's important," Johnstone says.*

*~ Dave Johnstone, Tenant*

## Maintain and Improve the Physical Condition of Buildings

With a capital repair backlog in the range of \$120-\$150 million inherited when responsibility for housing was transferred to municipalities, Toronto Community Housing faces serious challenges in maintaining and improving the physical condition of its buildings. Tenants have repeatedly identified the need for building renewal as a key issue.

During 2003, the Board of Directors approved a real estate portfolio strategy, and implementation has begun. The strategy is a comprehensive long-term plan that identifies asset and financial strategies, initiatives to bring our real estate portfolio to a good state of repair and actions to revitalize our communities.

The Board also approved a three-year capital plan based on a comprehensive multi-source analysis of building needs. The capital plan provides for increased capital spending over the next three-year period using operating savings and new borrowings. It also introduces the concept of a building renewal program to holistically address energy consumption, building conditions and the capital repair backlog for selected buildings.

The year also saw the continuation of participatory decision-making on discretionary capital spending. Toronto Community Housing set aside \$9 million in each of 2002 and 2003 to be allocated by tenants within their communities using a participatory budget planning model. In 2004, tenants will allocate another \$9 million in this way.





## **Re-Investing in Communities and Building More Affordable Housing**

Toronto Community Housing demonstrated in 2003 our intention to play a leadership role in the regeneration of Toronto communities.

In July 2003, City Council overwhelmingly approved the award-winning revitalization plan for Regent Park.

Key to this success was the involvement of residents and community stakeholders every step of the way – a model of engagement that will shape our efforts in large-scale redevelopments in other parts of the city, as well as smaller projects.

Redevelopment planning for Don Mount Court followed a similar model of broad community engagement. In 2003, tenants, neighbours, community agencies and others grappled with the question of how to use the opportunity presented

***The Regent Park Revitalization Plan received the Canadian Institute of Planners Award for Planning Excellence in 2003. The plan was cited for taking into account the physical, social and economic aspects of community building and for engaging the community in extensive consultations throughout its development.***

by the site's redevelopment to integrate the Don Mount Court community into the surrounding neighbourhoods.

Consistent with our understanding that redevelopment is more than simply buildings, we worked with the community on creating local economic development strategies, starting a neighbourhood association and piloting a project that encourages parents to become more involved in their children's schools. This work continues in 2004, even as demolition, planning approvals and work on the site proceeds.

Toronto Community Housing also celebrated the opening of the first building for low- and moderate-income residents to be constructed by a Toronto social housing provider since 1995. The building is located at Northcliffe Avenue at Eglinton Avenue. It has 54 units, including some for residents with disabilities who have a full-time caregiver.

In 2004, our work will focus on moving redevelopment at Regent Park and Don Mount Court forward.

Toronto Community Housing will also put forward a development program that commits the corporation to building 3,000 new units of housing for low-income households over the next five years.

## **CREATING PARTNERSHIPS FOR SUCCESS**

*In the face of adversity, organizations must act boldly to achieve their goals.*

*That was the situation Toronto Community Housing and the City of Toronto faced in the mid-1990s when public funding for affordable housing dried up. But instead of waiting with uncertainty for senior levels of government to act, Toronto Community Housing and the City entered into a partnership that helped keep affordable housing alive in Toronto.*

*The successful result in 2003 was Toronto Community Housing's first 'geared-to-income' development, on Northcliffe Avenue, built in partnership with the City's Let's Build program. The \$7.6-million project came in on time and on budget.*

*Under Let's Build, the City invites community housing proposals for development on lands owned by the municipality. Toronto Community Housing took advantage of this opportunity and the result was construction of the 54-unit Northcliffe development.*

*"Toronto Community Housing brought 'bench strength' to the project. It has a well-earned, long-term commitment to public housing and a reputation for well-managed operations," says Mark Guslits, special advisor to the Let's Build program.*

*With the successful completion of Northcliffe, Toronto Community Housing and the City are again actively looking at other sites in Toronto where community housing development can put down roots.*

## Create a Healthy Organization

Fundamental organizational change is only possible when the employees are keen to make a contribution and are committed to excellence.

At Toronto Community Housing, our challenge is to sustain a healthy organization at a time of change in all parts of the corporation. What are our values? How do we recognize contributions? How do we promote safety in the workplace? And how do we ensure staff have the tools to succeed in a fast-paced, demanding environment?

The answer is simple: we adopt the same approach of broad stakeholder participation that has worked so well in other aspects of our work.

Toronto Community Housing pioneered a leading-edge, community-based training model in which front-line staff own the process of developing a training plan. They identify their training needs, present the business case and budget request to senior management, and are accountable for implementing the plan. This model has been showcased in international human resources conferences.

We have also achieved other successes:

- A group of managers and exempt staff worked throughout 2003 to develop and implement a performance management system that directly ties their remuneration to performance. The system puts equal emphasis on “capabilities” – how we do things – as it does on what we do, reinforcing the corporation’s commitment to inclusion, innovation and cohesive thinking;
- Labour and exempt staff joined forces to form Joint Health and Safety Committees that responded to the corporation’s community-based structure;
- A team of managers, representatives from each union and exempt staff worked together for several months to create a Rewards and Recognition program that reflects the shared values and aspirations of Toronto Community Housing employees. The program celebrates the significant contributions and years of service of staff.



## BUILDING A HEALTHY ORGANIZATION

*Good staff morale is the steady heartbeat of every healthy organization.*

*That is why the Rewards & Recognition program at Toronto Community Housing has been met with the widespread support of management and labour. It honours the hard work of employees who understand that building stronger communities begins with achieving goals through teamwork.*

*“It’s about recognizing the contributions people make in this company,” says Kareima Baksh, labour relations assistant in the corporation’s human resources division who chaired the committee developing the program.*

*The program aims to recognize staff contributions in different ways. At the corporate level, an award program is in place to honour achievements in service excellence, innovation, community leadership, humanitarianism, life-time work and corporate spirit.*

*For all 1,500 employees, an annual schedule of social events is in place, including a staff appreciation banquet, a service recognition breakfast, a summer BBQ and a year-end seasonal party.*

*For CUPE 416’s Michael Schofield, the program is a success. “As a union steward in the field, I believe this program raises morale and creates a supportive working atmosphere.”*

~ Rewards & Recognition Committee



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### **Establish Good Governance**

Good governance is the cornerstone of any successful enterprise. A well-governed organization is transparent, responsive and, above all, accountable.

In 2003, Toronto Community Housing refined its governance model and took it a few steps beyond the traditional. With a corporate board providing strategic and policy direction on our overall goals as an organization, the challenge was to put in place a governance model that delegated decision-making to the local

level and created flexibility in the way we deliver services, while ensuring full accountability.

We accomplished this in two ways:

First, Community Housing Managers were given control of their own budgets so they could work with elected Tenant Representatives to determine spending priorities for their communities.

Managers must now develop local business plans that fit within their budget envelope and that meet the community health goals for their areas. In addition, the plans must demonstrate the results of participatory budget decisions on a portion of the Community Housing Unit's budget.

Accountability in any decentralized organization can be a challenge. At Toronto Community Housing, managers are held accountable for their results by a rigorous performance management system that directly links their performance to compensation.

The second development in our governance model was the creation of self-governing subsidiaries based on a Board-approved governance framework. In 2003, Integrated Housing Services Inc., which provides maintenance and repair

services to Toronto Community Housing communities, was created. Access Housing Connections Inc., which manages the city-wide waiting list for social housing, was also established.

Through the creation of these subsidiaries – independent organizations that support Toronto Community Housing goals and objectives – we are able to attract expert resources and stakeholders in the governance of these functions, while ensuring that the Toronto Community Housing Board of Directors retains ultimate accountability for activities.

In a similar vein, Toronto Community Housing facilitated the transition of the Alexandra Park community to Atkinson Co-operative Housing. The new co-op has a long-term operating agreement that transfers management of the complex to the co-op's elected board while ensuring accountability to Toronto Community Housing.



# Opportune Times

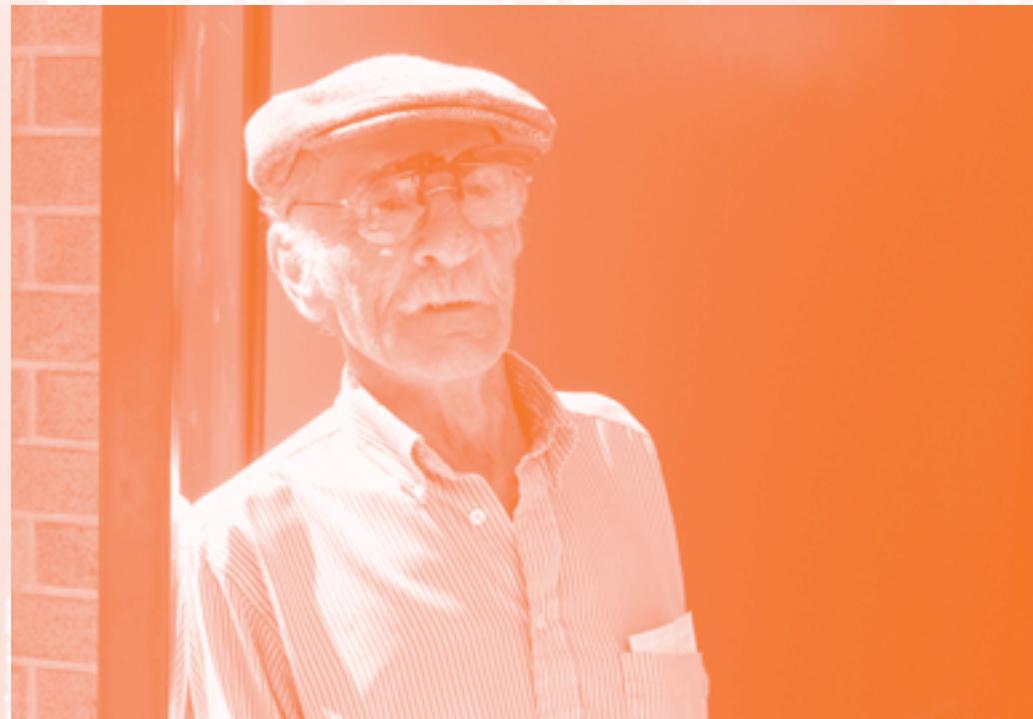
As Toronto Community Housing looks at the work ahead, we do so with optimism. There is strong City leadership in addressing the pressing need for more affordable housing in Toronto. We have a new provincial government that has indicated an intention to re-enter the housing business. We have a federal government charting a New Deal for Cities.

For the first time in many years, there is a new, cooperative spirit among the three levels of government.

Toronto Community Housing is ready, willing and able to be part of this new paradigm. Through our work with residents and communities, we are uniquely positioned to be part of the regeneration of the City of Toronto. We have energy, ideas and resources. We are committed to being part of the solution.

Our contribution is to focus on initiatives that foster meaningful change within our communities. We will invest in people. We will invest to create healthy communities. We will build partnerships. We will work with partners to create communities of opportunity.

And how will we know if we are successful? Our test is a simple one. Residents and other citizens of Toronto will tell us.



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For the  
first time  
in many  
years, there  
is a new,  
cooperative  
spirit among  
the three  
levels of  
government.



## The Chair



Nicholas Volk was appointed by Toronto City Council to the Board of Toronto Community Housing in October, 2001. He was named Acting Chair following the resignation of David Zimmer in October 2003.

Mr. Volk has been very active in the not-for-profit housing sector for nearly 20 years.

He has worked with Habitat for Humanity since 1993. He has served on many of its committees and was Chair of the Board from February 1998 to November 2002. He is now a director on the Board of Habitat for Humanity Canada.

Mr. Volk is also the Ontario President of the Society of St. Vincent de Paul's. He is also Vice-President of the Board, developer of the Society's 164-unit affordable housing apartment building, and a director on the Society's national Board.

Additionally, Mr. Volk is Vice-Chair of the Women's Religious Neighbourhood Housing program, developing 84 affordable home ownership homes in east Toronto. He also serves on Toronto's Alternative Housing and Services Committee, and the Homeless and Socially Isolated Persons Committee.

He is a former board member of the Ontario Non-Profit Housing Association and now represents ONPHA on the Rooftops Foundation Canada Board of Directors. He is a member of the International Committee of the Canadian Housing and Renewal Association, advocating for social housing in developing countries.

Most recently, Mr. Volk is the recipient of the Governor General's Caring Canadian Award for being deeply committed to providing affordable housing for all members of society.

Mr. Volk is retired from a 23-year career at CBC in Real Estate Operations, Public Relations and Management Training.

### 2003 TCHC BOARD

Acting Chair Nicholas Volk  
David Zimmer, Chair  
(resigned October 2003)

#### Directors:

- Sushil Bajpai
- John Brewin
- Olivia Chow  
(City of Toronto Councillor)
- Brad Duguid  
(City of Toronto Councillor)  
(resigned October 2003)
- Paula Fletcher  
(City of Toronto Councillor)  
(appointed December 2003)
- Ivan Ing  
(appointed May 2003)
- Norm Kelly  
(City of Toronto Councillor)
- Vance Latchford
- Giorgio Mammoliti  
(City of Toronto Councillor)
- Dr. John Metson
- Penny Milton
- Elaine Todres  
(resigned December 2003)

## BOARD COMMITTEES

### Finance/Audit Committee

Dr. John Metson, Chair  
 Councillor Olivia Chow  
 Ivan Ing  
 Councillor Giorgio Mammoliti  
 Vance Latchford  
 Elaine Todres

### Communications Committee

Nicholas Volk, Chair  
 Paula Fletcher  
 Sushil Bajpai  
 Penny Milton  
 Brad Duguid

### Governance Committee

Elaine Todres, Chair  
 Penny Milton  
 Dr. John Metson  
 Councillor Norm Kelly  
 Sushil Bajpai  
 Ivan Ing  
 Vance Latchford

### Human Relations Committee

John Brewin, Chair  
 Councillor Norm Kelly  
 Councillor Giorgio Mammoliti  
 Dr. John Metson  
 Penny Milton

### Investment Committee

Ivan Ing  
 Dr. John Metson

## DON MOUNT COURT DEVELOPMENT CORPORATION BOARD

- Dino Chiesa, Chair
- John Brewin
- Sayeh Lavasani
- Sandra Levy
- Cathie Macdonald
- Ron Struys



## The Chief Executive Officer



Derek Ballantyne was named Chief Executive Officer of the new Toronto Community Housing Corporation on November 14, 2001.

He previously served as CEO of the Toronto Housing Company, from 1999 to 2001. Prior to that, he was General Manager, City Living, City of Ottawa Non-profit Housing.

Mr. Ballantyne was a long-time volunteer and board chair of a community-based non-profit housing cooperative in Ottawa; a founding board member of the Ontario Non-Profit Housing Association, and; Chair of Raising the Roof, a national charitable organization dedicated to finding solutions to homelessness.

He currently sits on the Board of the Social Housing Services Corporation, and has worked on provincial housing working groups and committees in the design and implementation of social housing programs.

He has a background in the public and private sectors and has worked as an independent consultant in project management and delivery.

### THE EXECUTIVE

- Derek Ballantyne, Chief Executive Officer
- Harold Ball, Vice President, Human Resources
- Eileen Carroll, Vice President, Corporate Planning and Performance
- Gordon Chu, Vice President, Finance
- Doris Creighton, Vice President, Property Management
- Jennifer MacLean, Vice President, Corporate Communication
- Richard Owen, Vice President, Portfolio Strategy
- Rainer Soegtrop, Vice President, Shared Services
- Elora Nichols, Corporate Secretary

**The Board,  
management and  
staff of Toronto  
Community  
Housing would  
like to thank  
the following  
departed board  
members for their  
contributions  
to the corporation.**

**We wish them  
well in their new  
endeavours:**

- **David Zimmer**
- **Brad Duguid**
- **Elaine Todres**





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